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19 April 1951

MEMORANDUM FOR: DEPUTY DIRECTOR (ADMINISTRATION)

SUBJECT: PRC Organization

1. I heartily concur in the proposal that the Project Review Committee be composed of the three Deputies with the Executive Assistant to the Director to supply the recording function. This is the only group that can give the proper review, on behalf of the Director, on projects involving Agency policy and recommend to him concerning the propriety and feasibility of such projects.

2. The difficulty lies in determining which projects should come before this Committee, who is responsible for referring them and how they are staffed and presented. The Committee should be bothered only with projects involving major Agency problems of interest to all three Directors. Size is no criterion in this connection as a one-man project can have policy aspects of every degree. Also projects of great magnitude may involve no major policy considerations except the availability of funds. For example, the question of a new warehouse is of little interest to Mr. Dulles or Mr. Jackson but is of great interest to Administration and requires the Director's approval. Other projects such as the OCD microfilming project for European documents is of interest to Administration and Mr. Jackson, but of no particular interest to Mr. Dulles. Certain clandestine projects involve no difficulty administratively, but may have grave operational implications which Mr. Dulles may want to have cleared with the Director. To some extent the reference of projects to the PRC then will have to be played by ear and it will be largely the responsibility of the Assistant Directors concerned to see that projects which require PRC action are brought up to PRC in good time.

3. Heretofore the staffing on projects has normally been incomplete when they arrive at the PRC level. There is no reason to present the proposed PRC with anything but complete staff work for final review. The mechanic for producing such

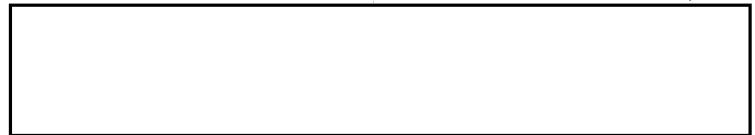
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staff work does not presently exist. If it is felt that the Assistant Directors are primarily responsible for seeing that projects get to PRC, a solution might lie in having a central recording point in each office for all projects, with that point held responsible for seeing that there is the necessary coordination between operations and administration during the course of which, and in ensuing discussions, the questions of policy will be brought out by the appropriate interested parties. These points would be responsible for bringing up projects requiring PRC action to the Executive Assistant in proper form and with adequate staffing.

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LAWRENCE R. HOUSTON
General Counsel

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